

BY ORDER OF THE COMMANDERS

MULTI-COMMAND INSTRUCTION 11-290

AIR COMBAT COMMAND (ACC)

5 OCTOBER 1995

AIR EDUCATION TRAINING COMMAND (AETC)

NATIONAL GUARD BUREAU (NGB)

PACIFIC AIR FORCES (PACAF)

Flying Operations

**UNITED STATES AIR FORCES
IN EUROPE (USAFE)**

TACTICS DEVELOPMENT PROGRAM

COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY

This instruction implements policy in AFPD 11-2, Flight Rules and Procedures, and establishes responsibilities and procedures for conducting the Combat Air Forces (CAF) Tactics Development program. It applies to all CAF organizations and activities. Submit recommendations for change to this instruction using AF Form 847, Recommendation for Change of Publication, through channels to the appropriate MAJCOM/DOT/DOW or 19 AF/CC instead of AETC/DO for AETC units (for ACC units: HQ ACC/DOT, 205 Dodd Blvd, Ste 101, Langley AFB VA 23665-2789). This instruction applies to the Air National Guard (ANG) units when published in ANGIND2; it applies to United States Air Force Reserve (USAFR) units when published in AFRESIND2. Units may supplement this instruction--higher headquarters approval is not required.

SUMMARY OF REVISIONS

Tactics Review Board timing has been adjusted to allow publication and distribution of the Five Year Tactics Development & Evaluation Priority List by 1 January of each year (para 2.1.6.4); MCM 3-1, Tactics Review Board, and TD&E process have been updated throughout the instruction.

Supersedes MCR 55-133, 1 Mar 93

Certified by: HQ ACC/ADO (Col Thomas B. Goslin, Jr.)

OPR: HQ ACC/DOT (Maj Decesari)

DISTRIBUTION: F

APPROVED BY: Gen Joseph W. Ralston

Gen Henry Viccellio, Jr.

Maj Gen Donald W. Shepperd

Gen John G. Lorber

Gen James L. Jamerson

1. General Policy.

1.1. ACC is tasked to serve as lead command in developing, documenting and disseminating tactics for the Combat Air Forces (CAF). The CAF Tactics Development Program, described in this instruction is designed to meet that responsibility. The programs broad goals are to:

1.1.1. Identify tactics deficiencies in all areas of fighter, bomber, tactical airlift, rescue, command and control, support, and fighter air defense operations.

1.1.2. Conduct a formal tactics development and evaluation (TD&E) program to correct deficiencies and validate new tactics.

1.1.3. Continually validate existing tactics.

1.1.4. Consolidate and rapidly disseminate tactical information.

1.1.5. Develop tactics for new or modified weapons systems entering the CAF inventory.

1.2. All active participants of the CAF are influenced by wartime tactics and should take an active part in the development of these tactics. Tactics incorporates all facets involved with "getting bombs on target."

This includes takeoff, departure, enroute to the target, weapons employment, egress from the target, enroute to home base, arrival, and any support provided to enable the above to be performed.

1.3 Tactics development will start as early in the equipment acquisition cycle as possible. TD&E/tactical objectives will be incorporated in IOT&E/QOT&E/FOT&E as much as practical. For aircraft modifications such as Operational Flight Program (OFP) upgrades, the FOT&E may be the only opportunity to evaluate the impact on tactics.

1.4. Each level of command will also evaluate tactics for the following areas and submit TIPs where appropriate.

- MAJCOM/NAF - deployment and tasking of combat forces.
- Centers - weapons and tactics issues that evolve from the respective center activities.
- Wing/Group/Air Defense Sectors - local tasking and mission planning for assigned missions.
- Wing/Squadrons--mission planning and execution.

1.5. HQ ACC/DO is the tasking and approval level for the CAF Tactics Development Program. HQ ACC/DOT is the office of primary responsibility and program manager. HQ ACC/DOT will coordinate with MAJCOM/DOT, NGB/XO, and AFRES/DO on programs which affect their respective activities.

1.6. The USAF Weapons and Tactics Center (WTC), USAF Air Warfare Center (AWC), USAF Combat Aerial Delivery School (CADS), and Air National Guard Air Force Reserve Test Center (AATC) are the primary units for conducting TD&Es. Selected units may also be tasked to assist. Centers will be selected to conduct specific TD&E projects based on unique capabilities, resource availability, and projected workload.

1.7. Commanders and supervisors at all levels will continually review their areas of responsibilities for tactics deficiencies, report those discovered, and recommend improvements. The designated unit weapons and tactics organization is the focal point for this effort.

1.8. ANG/AFRES units participate in the Tactics Development Program through AATC and their appropriate headquarters.

2. Procedures.

2.1. Identification of Tactics Deficiencies.

2.1.1. Identified deficiencies will be documented on the MC Form 1007, Tactic Improvement Proposal (TIP), and forwarded through the appropriate chain of command to HQ ACC/DOT. This process should not be used to request modification or acquisition of hardware or software, nor is it used for requesting changes in training procedures. Hardware changes should be submitted via AF Form 1067, Modification Proposal. Requests for software changes should be submitted via MC Form 37, Computer Software Change Request. HQ ACC/DR is the OPR for these areas. A proposed change to operations/training procedures, as contained in the 11-series manuals, should be submitted by message to HQ ACC/DOT.

2.1.1.1. TIPs should be as specific as possible. The TIP should include a description of the recommended tactic, as well as the tactical deficiency it addresses. The TIP should also address the desired objectives of the recommended flight testing, if required.

2.1.1.2. Unit Tactics Review Boards (TRBs), conducted IAW paragraph 2.1.5, will review all submitted TIPs. Each level of command should comment on the level of applicability, as well as the MAJCOM recommendations/validation of the proposal. All TIPs will be forwarded to the MAJCOM TRB regardless of previous TRB recommendations/comments.

2.1.1.3. A MAJCOM control number will be obtained prior to the TIP entering the TRB process. TIPs can be and should be submitted at any time of the year. If the TIP is of immediate concern and will affect current operations/testing, the TIP should be forwarded to the respective MAJCOM Weapons and Tactics office prior to meeting the squadron TRB.

2.1.1.4. The MAJCOM TRB will return all TIPs it reviews to the submitting individuals with the recommended action or reason for disapproval.

2.1.1.5. The CAF TRB will return all TIPs it reviews to the submitting MAJCOM for return to the submitting individual. All TIPs approved for formal evaluation will be forwarded to the respective test centers for incorporation into the respective test programs (both OT&E and TD&E).

2.1.2. When requested by HQ ACC/DR, DO will provide a concept of employment for applicable OT&Es to ensure tactics development starts as early as possible in the acquisition cycle.

2.1.3. Tactics recommended by the OT&E test team will be included in a tactics section of the final report and forward to ACC/DOTW for their review. Responsible centers should review all OT&E final reports for information that should be included in an appropriate MCM 3-1 update and forward that information to the MCM 3-1 OPR.

2.1.4. Intelligence units at all levels of command will continually evaluate information on enemy capabilities, doctrine, and tactics, and will provide updates to the unit tactics organization.

2.1.5. Annual TRBs will be conducted by unit tactics organizations IAW the following timetable:

<u>TRB LEVEL</u>	<u>NLT DATE</u>
Squadron	1 Oct
Wing/Group/Air Defense Sector	15 Oct
NAF/Center/DRUs	30 Oct
MAJCOM	15 Nov
CAF	15 Dec

2.1.5.1. The purpose of the TRB is to review TIPs from their own or subordinate units and to recommend modification to the current TD&E Priority List. TRBs should concur/nonconcur with TIPs and make a recommendation through the chain of command to modify the current TD&E priority list. All TIPs should be forwarded to the respective MAJCOM TRB regardless of previous level endorsements. Only MAJCOM supported TIPs will be brought forward to the CAF TRB. As TRBs are conducted, TIPs with insufficient information in the description or objectives section should be returned to the originator for expansion of data and resubmission.

2.1.5.2. TRB attendees will be selected by the Operations Group Commander, NAF/DO, MAJCOM/DOT, or equivalent. Attendees should include agencies responsible for: tactics, training, command and control, ranges, standardization/evaluation, plans, inspector general, intelligence, and other, as appropriate.

2.1.5.3. The CAF TRB will review all MAJCOM TIPs and develop a TD&E test program for each.

2.1.5.4. The CAF TRB will develop a skeleton Project Order for each recommended test. The Project Order will include the recommended objectives, scope (cost, sorties, type aircraft, etc.), and munitions requirements.

2.1.5.5. Due to the time sensitive nature of tactical deficiencies, each TD&E will normally be scoped for completion within one calendar year.

2.1.5.6. The voting members at the CAF TRB will be one representative from each of the following: ACC, PACAF, USAFE, ANG, AFRES, and AETC (if applicable) along with one person representing all Test Centers (AATC, AWC, WTC, CADS).

2.1.5.7. The updated five-year TD&E priority list resulting from the CAF TRB will be sent by message to the various test centers by NLT 1 January.

2.2. Formal TD&E Projects. The TD&E process occurs in four phases: inputs, tasking/planning, execution, and reporting.

2.2.1. Inputs.

2.2.1.1 After obtaining a control number from their MAJCOM/DOT, individuals submit TIPs through the chain of command. Normally TIPs are reviewed during the annual tactics review board.

2.2.1.2. Each TRB comments on each TIP and forwards them to the next higher level of command.

2.2.1.3. CAF TRB reviews/takes action on TIPs and establishes the CAF Five Year TD&E priority list.

2.2.1.4. However, any unit can submit a TIP anytime new tactics need validating or a tactical deficiency is recognized. HQ ACC will assign the TIP to the appropriate OPR for action if immediate testing is required.

2.2.2. Tasking and Planning:

2.2.2.1. Receipt of a HQ ACC/DO approved TD&E Priority List provides the centers a prioritized five-year forecast of TD&E projects. A financial plan for the coming FY will be constructed with these priorities.

2.2.2.2. Centers will prepare a Test Program Outline (TPO) on all assigned or forecasted TD&E projects and submit it to HQ ACC/DOT for review. TPOs will be updated IAW ACCI 99-150.

2.2.2.3. TPOs will be used to formulate Center budgets and update the Center five year forecast.

2.2.2.4. Centers are tasked for specific projects through a TD&E Project Order. The Project Order format will be IAW ACCI 99-150. The CAF TRB will draft a skeleton project order for each test. HQ ACC/DOTW will coordinate the project order with each assigned test center for completeness. ACC/DOTW will obtain HQ ACC/DO approval and return the signed formal TD&E Project Order.

2.2.2.5. TD&E test plans will be developed IAW AFI 99-102 as supplemented by HQ ACC. The test plan approval authority will be delegated in the Project Order. If Center approval is authorized, test plans will be forwarded to HQ ACC/DOT immediately after approval.

2.2.2.6. If assets external to the responsible Test Center are required which cannot be provided by the other Test Centers, the Center contacts the applicable NAF to develop procedures which will be included in the project plan. Information copies of all correspondence will be provided to applicable units in the chain of command including HQ ACC/DOT. Centers will consider use of ANG and AFRES resources to accomplish assigned TD&E projects when appropriate and when ANG and AFRES tasking permits. Availability of ANG assets should be coordinated through NGB/XO. Availability of AFRES assets should be coordinated through AFRES/DO. Centers will coordinate, forecast and forward man-day requirements for ANG and AFRES to HQ ACC/DOT NLT 1 May, for incorporation in HQ ACC/DO man-day requirements for the next fiscal year. Man-day requirements will delineate total man-days required (officer and enlisted) plus man-days and participants required per quarter (officer and enlisted).

2.2.2.7. As a planning factor, 25% of test fleet resources (sorties, assets, funds, etc) will be used to support TD&E projects. This is not a hard monthly rule; however, as a minimum, annual sortie distribution should reflect the minimum 25% goal.

2.2.2.8. When practical, TD&E objectives should be accomplished in conjunction with other test or training missions that replicate the environment (i.e., contractor full mission, computer simulations). TD&Es should be scheduled to commence immediately after OT&E efforts if it is impractical to include tactical objectives in the OT&E.

2.2.2.9. At the discretion of HQ ACC/DO, if requested by the Center OPR, a project plan may not be required for items which can be accomplished without flying aircraft sorties, i.e., study only, or compiling and disseminating existing information.

2.2.2.9. When appropriate and to the maximum extent possible, Test Centers will coordinate test requirements and objectives with the US Army, US Navy, and US Marine Corps test/doctrine organizations to ensure commonality and joint applications, as well as prevent duplication of effort.

1.8. All TD&Es assigned will be provided the appropriate HQ ACC test priority.

2.2.3. Execution:

2.2.3.1. TD&Es will be conducted only IAW an approved project order, AFI 99-102, and project plan.

2.2.3.2. TD&E sorties will be flown IAW MAJCOM instructions and directives unless specific waivers in the TD&E plan are approved by MAJCOM/DO.

2.2.4. Reporting:

2.2.4.1. Final reports for TD&E projects will be accomplished, approved by center commander, and distributed within 60 calendar days after the last test event or as required by the TD&E plan. Final/interim reports format will be IAW AFI 99-102 as supplemented by HQ ACC.

2.2.4.2. Interim reports will be published anytime information becomes available which has immediate impact on the CAF. These reports are approved by the center commander.

2.3. "Quick looks" are TD&E Special Projects assigned to an appropriate test center by HQ ACC/DO anytime required tactical information has an immediate impact on the CAF. TD&E Special Projects can be requested from any MAJCOM/DO via message based on the immediate needs of the respective theater.

2.3.1. The Special Project will be assigned to the test center via an ACC/DO message.

2.3.2. The Special Project will become a top priority of the assigned test center.

2.3.3. Test Centers will immediately inform the ACC/DO of the Special Project's impact on their test program.

2.3.4. The Special Project final report will be by message using a format determined by the test center.

2.4. Dissemination of Tactical Information. Three methods will be used to disseminate validated tactics: MCM 3-1, TD&E final/interim reports, and test center "road shows."

2.4.1. WTC, AWC, CADS, and AATC will review applicable information sources on weapons systems for which they have tactics responsibilities and identify information which should be included in MCM 3-1, TD&E final/interim reports, or MCM 3-1 changes.

2.4.2. MCM 3-1 is the primary source of tactics information for the CAF. It contains information which has been validated and has CAF wide concurrence.

2.4.2.1. HQ ACC/DO is designated the approval authority for MCM 3-1 and is responsible for developing, printing, distributing, and obtaining CAF coordination on the manuals.

2.4.2.2. Specific procedures and responsibilities for the management of MCM 3-1 are contained in MCM 3-1, Volume 1, General Planning.

2.4.3. Interim/final reports will be published IAW paragraph 2.2.4.

2.4.4. Changes to MCM 3-1 will be published on an as needed basis. They will provide updates to all applicable volumes of MCM 3-1. These changes will contain executive summaries of interim/final reports, and any other information releasable to the CAF as valid tactics.

2.4.5. Information that is not applicable for MCM 3-1, but can be "food for thought" for the warfighter may appear in the Weapons Review (WR).

3. Responsibilities.

3.1. PACAF/USAFE/19AF (for AETC) DO will:

3.1.1. Task MAJCOM/DOT (19AF/DOT for AETC) to be the HQ focal point for tactics development.

3.1.2. Approve applicable waivers to this instruction.

3.1.3. Identify MAJCOM OPRs for applicable recommendations in interim/final reports or Special Project Reports.

3.1.4. Approve MAJCOM TIPs and forward to HQ ACC/DOT for assignment.

3.1.5. Provide representation at the CAF TRB.

3.1.6. Recommend MCM 3-1 changes and forward to HQ ACC/DO.

3.1.7. Task any MAJCOM units required to support TD&E projects.

3.1.8. Provide HQ ACC/DR tactics objectives for inclusion in OT&E projects during project order/plan review, TRBs, and when a deficiency is highlighted during a test cycle.

3.2. HQ ACC/DO will:

3.2.1. Approve and publish the CAF Five-Year TD&E Priority List.

- 3.2.2. Task all ACC units required to support TD&E projects.
- 3.2.3. Coordinate with other MAJCOMs, ANG, AFRES, and NAF tactics office of primary responsibility to ensure program participation.
- 3.2.4. Assign projects which will include project numbers and ACC priority.
- 3.2.5. Approve TD&E project orders.
- 3.2.6. Identify ACC OPRs for applicable recommendations in interim/final reports.
- 3.2.7. Host the CAF TRB.
- 3.2.8. Task HQ ACC/DOT to be the HQ ACC focal point for tactics development.
- 3.2.9. Approve CAF TIPs, assign to the applicable center and integrate into the CAF Five-Year TD&E priority list.
- 3.2.10. Obtain formal coordination on project plans, when necessary, from NAFs, NGB, AFRES, and other MAJCOMs, services, or allied forces.
- 3.2.11. Provide HQ ACC/DR tactics objectives for OT&E projects.
- 3.2.12. Provide inputs to HQ ACC/DR to produce an annual integrated OT&E/TD&E priority list for ACC test centers to use as a management tool.
- 3.3. NAF/DO will:
 - 3.3.1. Ensure implementation of directives concerning tactics development.
 - 3.3.2. Appoint the NAF Tactics Officer.
 - 3.3.3. Review TIPs and forward to MAJCOM/DO with recommendations.
 - 3.3.4. Forward copies of TIPs with CAF TRB action to subordinate units.
 - 3.3.5. Approve and support NAF unit participation in TD&E projects.
- 3.4. NGB/XO and AFRES/DO will:
 - 3.4.1. Task the AATC for TD&E project management involving ANG and AFRES resources.
 - 3.4.2. Approve ANG and AFRES TIPs.
 - 3.4.3. Approve and support ANG and AFRES unit participation in TD&E projects.
 - 3.4.4. Budget for and provide funding, flying hours, and man-days for ANG and AFRES unique TD&E projects.
- 3.5. MAJCOM/IN will:
 - 3.5.1. Evaluate intelligence information for possible effect on tactical operations. MAJCOM/DO will be immediately notified of such information.
 - 3.5.2. Levy appropriate Collection Requirements (CRs) and Production Requirements (PRs) to national intelligence agencies to obtain and document required data on enemy capabilities, doctrine, and tactics.
 - 3.5.3. Disseminate enemy tactics information to subordinate units through appropriate intelligence channels.
- 3.6. HQ ACC/DR will:
 - 3.6.1. Maintain liaison with HQ ACC/DO to ensure tactical inputs are available/reviewed throughout the acquisition cycle.
 - 3.6.2. Include tactical objectives in OT&E projects to the maximum extent possible. Tactical objectives will be requested from HQ ACC/DO where appropriate.
 - 3.6.3. Ensure TD&E funding requirements are included in the respective Program Elements (PE) and Program Objective Memorandum (POM).
 - 3.6.4. Coordinate and produce an annual integrated OT&E/TD&E priority list.

3.7. MAJCOM staff agencies will:

3.7.1. Identify tactical information, suspected tactical deficiencies, or proposed improvements to MAJCOM/DO.

3.7.2. Coordinate all tactics related items through MAJCOM/DO.

3.8. MAJCOM/DOT will:

3.8.1. Be the MAJCOM focal point for tactics development activities.

3.8.2. Be MAJCOM OPR for MCM 3-1 and other tactics development directives.

3.8.3. Maintain liaison to ensure tactician participation in applicable phases of equipment acquisition.

3.8.4. Maintain liaison with HQ ACC/DR or MAJCOM/DOT point of contact to ensure:

3.8.4.1. Ensure concepts of employment are published prior to the initiation of OT&E projects.

3.8.4.2. Provide early identification of development projects which require tactician involvement.

3.8.5. Assist in coordinating and/or scheduling munitions, ranges, operational unit support, and waivers for TD&E projects.

3.8.6. Initiate requests for inputs necessary to meet the TRB timetable.

3.8.7. Maintain liaison with other MAJCOMs to ensure a timely flow of tactics information.

3.8.8. Provide MAJCOM recommendation on the proposed course of action, timetables, etc., for all TIPs submitted.

3.8.9. Provide copies of TIPs to NAFs and centers when requested.

3.9. HQ ACC/DOT will:

3.9.1. Appoint an ACC tactics officer to act as program manager for the CAF tactics development program.

3.9.2. Chair the annual ACC and CAF TRBs.

3.9.3. Provide copies of TIPs to Centers and NAFs when requested.

3.9.4. Document CAF TRB action on TIPs and return all TIPs to MAJCOMs, NAFs, and centers.

3.9.5. Coordinate all TD&E efforts with ACC/DRM.

3.10. MAJCOM project monitors will work closely with project managers to ensure headquarters support for the project, and timely headquarters coordination and approval of support requests.

3.11. Centers tasked to conduct TD&E projects will:

3.11.1. Program and accomplish TD&Es by establishing and adhering to suspenses for planning, executing, and reporting TD&Es assigned by project orders and those TD&Es or annexes specifically directed by HQ ACC/DO.

3.11.2. Program for future TD&E projects and required funding during budget submissions.

3.11.3. Use the TPO for each assigned project to forecast funding requirements for budget submission, sortie requirements, munitions requirements, man-day requirements, etc.

3.11.4. Submit interim and/or final reports IAW AFI 99-102 as supplemented by HQ ACC.

3.11.5. Identify tactics deficiencies or propose new tactics by submission of a TIP.

3.11.6. Screen reports and project results for applicable information, and process that information for dissemination in MCM 3-1 and/or changes to MCM 3-1.

3.11.7. Supply and solicit tactical expertise in their specialized areas to support TD&E efforts by other Centers, as tasked by HQ ACC.

3.11.8. Propose an updated TD&E priority list prior to the CAF TRB. Additions to the TD&E priority list must be submitted via a TIP.

- 3.11.9. Provide center representation at ACC/NAF TRBs, as required.
- 3.11.10. Assign a Center project manager to each TD&E project and OT&E project with tactical application, who will:
 - 3.11.10.1. Develop and submit project plans IAW AFI 99-102, ACCI 99-150, and this instruction.
 - 3.11.10.2. Include tactics objectives, as appropriate, in OT&E planning.
 - 3.11.10.3. Coordinate with other centers on projects which impact the respective organization area of responsibility.
 - 3.11.10.4. Conduct projects IAW approved project plans and this instruction.
 - 3.11.10.5. Write interim and final reports IAW AFI 99-102 as supplemented by HQ ACC.
 - 3.11.10.6. Assist with the publication of test results in appropriate MCM 3-1 volume.
- 3.11.11. Assign a unit project officer to all TD&E projects and OT&E projects with tactical applications conducted with center assigned aircraft who will:
 - 3.11.11.1. Support the project as required by the project plan and directed by the appropriate commander.
 - 3.11.11.2. Include tactics objectives, as appropriate, in OT&E planning.
 - 3.11.11.3. Conduct all operations IAW ACC directives unless specific waivers are approved by HQ ACC/DO and applicable commanders.
 - 3.11.11.4. Provide reports and mission data as required by the project manager.
 - 3.11.11.5. Ensure tactical expertise is available during project planning.
 - 3.11.11.6. Identify objectives for inclusion in project plans.
 - 3.11.11.7. Coordinate on methodologies for meeting OT&E tactics objectives,
 - 3.11.11.8. Collect and evaluate applicable tactics related data.
- 3.12. AATC is responsible to NGB/XO and AFRES/DO for applicable items listed in paragraph 3.1 above. NGB/XO and AFRES/DO will sponsor the ANG and AFRES Tactics Conference which will develop an ANG and AFRES TD&E priority list for ANG and AFRES weapons systems. This list will be submitted to HQ ACC/DOT IAW the TRB timetable. AATC will host the ANG and AFRES Tactics Conference.
- 3.13. All operational and training units will:
 - 3.13.1. Continually evaluate tactical information available to support conduct of assigned or expected wartime tasking, specifically analyzing the completeness of information, its validity in today's environment, and usability of format.
 - 3.13.2. Use all available opportunities to exercise validated tactics, i.e., continuation training, accelerated flying programs, Flag/Thunder, and WSEP evaluations.
 - 3.13.3. Report undocumented tactics or tactical problem areas or propose new tactics by submission of a TIP.
 - 3.13.4. Conduct an annual Tactics Review Board as described in paragraph 2.1.5 of this instruction.

4. Form Prescribed. MC Form 1007, Tactic Improvement Proposal.